

## **NCUA Human Resources Career Development Program**

### **Program Objectives**

The program is designed to recruit high potential, entry-level employees and provide a fast-track development vehicle for them to learn different skills and gain business acumen through experiential learning in the area of Human Resources.

### **Hiring Vehicle**

Federal Career Intern Program

### **Eligibility**

The entry-level positions are intended for individuals who have limited experience and/or are recent college undergraduate or graduate students. Candidates must meet OPM qualification standards based on experience and/or education. Current or previous Federal service is not required. Appointments will be made at the CU-07 pay level. Applicants must also demonstrate a capacity for leadership, the potential for professional growth and development and have keen interest in the analysis and management of NCUA's policies and programs.

### **Applicant Sources**

- Applicants will be identified through recruitment efforts such as job fairs, college visits and web-based announcements.
- Current Federal employees may be considered in the same manner as applicants who have no prior Federal service. If selected for the program, current Federal employees will be converted to a two-year excepted service appointment.

### **Qualification Standards**

<b>GRADE</b>	<b>EDUCATION</b>	<b>GENERAL EXPERIENCE</b>	<b>SPECIALIZED EXPIRIENCE</b>
<b>CU-7</b>	1 full year of graduate level education <i>or</i> superior academic achievement	None	1 year equivalent to at least GS-5
<b>CU-9</b>	Master's or equivalent graduate degree <i>or</i> 2 full years of progressively higher level graduate education leading to such a degree <i>or</i> LL.B. or J.D., if related	None	1 year equivalent to at least GS-7

## **Program Elements**

Program participants receive a two-year appointment to an entry-level position appropriate for formal training and development. Selectees progress through planned assignments and training to an appropriate target position located within one of OHR's Divisions. The training plan for each employee will be formalized in a mandatory Individual Development Plan (IDP). Through a combination of various work and training activities, the intern will be prepared for placement in a permanent career position in the competitive service, upon successful completion of the two-year developmental program .

The program encompasses six key areas: agency orientation, rotational/detail assignments, training, mentoring, an individual development plan, and quarterly Intern meetings.

This program is specifically designed to develop a cadre of mid-level HR Specialists who will contribute to NCUA's current and future human capital and succession planning needs. Human Resources Specialists serve as management advisors/consultants, change agents and strategic partners in the areas of recruitment, compensation, training and organizational development, and all other aspects of human capital management. They also provide advice and guidance on best personnel practices, flexibilities available within the Federal civil service system, mediate employee disputes and facilitate cooperation with employee unions.

## **Employee's Responsibilities**

- Claim ownership for their learning, career development and advancement
- Work with the supervisor on completing the IDP that identifies the formal training courses, job rotations and related developmental assignments associated with each of the general and human resources competencies.
- Complete the formal training courses outlined in the developmental plan.
- Complete the job rotations and related assignments specified in the developmental plan.
- Communicate with the supervisor regarding performance standards and evaluation procedures
- Gain appropriate technical knowledge, skills, and abilities to advance promotion and conversion opportunities

## **Supervisors' Responsibilities**

- Assist the employee in developing an IDP that identifies developmental objectives and opportunities
- Provide developmental work that contributes to the Office's mission
- Ensure the employee has the opportunity to attend the formal training courses outlined in the developmental plan.
- Ensure the employee has the opportunity to complete the job rotations and related assignments specified in the developmental plan.

- Develop performance standards and evaluate the employee's performance to support promotions and conversions to permanent positions.

### **Program Coordinator**

- Assist the employee during their initial on-boarding process
- Provide assistance to the employee and the employee's supervisors on the design of the IDP, including learning goals and objectives
- Serve as a resource person for the employee (e.g., provide information on internal and external training resources and career development activities)
- Maintain contact with the employee and the employee's supervisors regarding the employee's progress (e.g., does he/she need additional training in a particular area)

### **On-the-Job Trainer**

- Provide on-the-job training to the intern in their specific area of expertise.
- Reviews the intern's work assignments and provides feedback on accuracy and compliance of their work with agency procedures and standards.
- Make recommendations to the supervisor on new assignments that will build the skills of the intern.
- Keep supervisor informed on intern's progress on training assignments.

### **Development Plan**

The development plan focuses on HR and other generalist competencies. The development plan outlines specific training courses and rotational assignments that will provide the opportunity for the employee to learn and assimilate the required knowledge and skills for a professional Human Resources Specialist position. Below are the competencies covered in the plan:

#### Human Resources Competencies

##### **Classification**

Knowledge of classification concepts, principles, and practices related to structuring organizations and positions and determining the appropriate pay system, occupational grouping, title, and pay level of positions.

##### **Compensation**

Knowledge of compensation concepts, principles, and practices, including pay and leave administration and compensation flexibilities.

##### **Employee Benefits**

Knowledge of HR concepts, principles, and practices related to retirement, insurance, injury compensation, and other employee benefits programs.

##### **Employee Development**

Knowledge of employee development concepts, principles, and practices related to planning, evaluating, and administering training, organizational development, and career development initiatives.

#### Employee Relations

Knowledge of laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.

#### HR Information Systems

Knowledge of HR management concepts, principles, and practices related to identifying and analyzing HR processes, translating functional requirements into technical requirements, and delivering and maintaining HR information systems.

#### Labor Relations

Knowledge of laws, rules, regulations, case law, principles, and practices related to negotiating and administering labor agreements.

#### Performance Management

Knowledge of performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance.

#### Recruitment/Placement

Knowledge of HR concepts, principles, and practices related to identifying, attracting, and selecting individuals and placing them into positions to address changing organizational needs.

#### Workforce Planning

Knowledge of HR concepts, principles, and practices related to determining workload projections and current and future competency gaps to align human capital with organizational goals.

Generalist Competencies (these competencies will be woven throughout the whole two year training/development period):

Oral Communication

Written Communication

Diversity

## **Two-Year Human Resources Career Development Plan**

**Each rotational assignment is listed below**

Rotation/ Detail/ Concentration	Timeframe:	Classroom Training Resources	Developmental Objectives/ Deliverables and OJT:	Competencies Addressed:
Orientation Overview	10 days	USDA, Federal Human Resources Management (3 days) <i>or</i> FPMI, Human Resources Management Skills (4 days) <i>or</i> SHRM HR in the Federal Sector	The Intern Coordinator and Intern's Supervisor will introduce the employee to the agency and take care of any administrative matters	Complete the introductory course
Six months rotational assignment to the Staffing, Classification and Compensation Division:				
Staffing/Recruitment/ Placement	6 months	Graduate School: Federal Staffing and Placement (5 days)  Job Analysis and KSA Examining (3 days)  Qualifications Analysis (3 days)	*Work with senior staffing personnel to assist a hiring manager through the recruitment, selection and on-boarding process *Determine basic qualifying experience for applicants *Develop vacancy announcement *Full staffing cases- MP, all sources, etc. *Complete a job analysis	Recruitment & Placement HR Information Systems Oral Communication Interpersonal Skills
Classification		USDA, Position Classification (10 days)	*Work with and assist HR Specialist as they classify positions *Conduct research for HR Specialist during classification process *Complete position audit evaluation statement on new position description for non-complex position	Classification Written Communication Management Consulting Skills
Compensation		USDA, Pay Setting (3 days)	*Merit Pay *Set pay for new employee *Set pay for promotions *Attend meetings and interview OCFO regarding its role *Assist with compensation surveys	Compensation Written Communication Oral Communication
Six month rotational assignment to the Training and Development Division:				
Training Development		USDA, Introduction to Employee Development (3 days)	*Assist with conference/meeting planning *Assist with contracting process, COTR activities *Shadow RTS to learn about course development, design and lesson plans *Gain overview of LMS &	

			IDPs *Accompany DTD Staff to FFIEC	
Consulting Skills	60 days	USDA, Internal Consulting Skills for Federal HR Professionals (3 days)	The employee will accompany HR Specialists to meetings and briefings. He/she may also assist with the preparation and delivery of briefing and training materials in one of the HR functions	Client Engagement Emotional Intelligence
Rotational assignment to the Employee Relations Division:				
Employee Benefits	6 months	USDA, Federal Employee Benefits (5 days) or FPMI, Diversity Awareness (1 day)	*Learn eligibility requirements for various programs *Health Benefit Programs *Retirement Programs *EAP *Shadow HR Specialist and assist with customer service questions *Research benefits questions for HR Specialist	Employee Benefits Problem Solving Client Engagement
Employee Relations and Performance Management		USDA, Federal Employee Relatoins (4 days)  USDA, Federal Performance Management (3 days) or FPMI, Developing Effective Performance Standards (1 day)	*Learn about performance and conduct cases *Assist ER Specialist with the formulation of a counseling memo *Shadow ER Specialist regarding performance management questions/issues *Accompany HR Specialist to regional management meetings	Employee Relations Performance Management Written Communication Oral Communication Client Engagement
Six month rotational assignment to Labor Relations Division:				
Labor Relations	90 days	USDA, Federal Labor Relations (4 days)	*Read and review CBA *Accompany LR Staff to meetings *Contribute to meetings by taking notes or assisting with the posting of LR material to NCUA Central	Labor Relations Written Communication Oral COmmjunication

Employee will attend OPM meetings/workshops on issues and initiatives as offered in while on their rotational assignments.

## Developmental Strategies

Developmental strategies that will be integrated and utilized within the program include:

<b>Job rotation-</b> is a career development strategy where an individual temporarily moves laterally into an established or “shadow” position. An employee may complete a series of job rotations. These rotations should be planned to stretch and challenge employees and to broaden their understanding across different functional areas of the organization.
<b>Special assignments-</b> tasks or projects given as learning and development experiences. These can be specifically designed to offer opportunities to explore new areas and learn new skills.
<b>Coaching and counseling-</b> learning assistance given to the employee through listening, observing, and providing feedback. Managers, team leaders, or senior colleagues are in an ideal position to provide such assistance and can exploit everyday workplace exchanges into "teachable moments" for maximum learning benefit.
<b>Mentoring-</b> career guidance and advice by someone senior to the employee and outside the employee's chain of supervision. Mentors help employees clarify career goals, understand the organization, analyze strengths and developmental needs, build support networks, and deal with road blocks.
<b>Shadowing-</b> is a work experience option where employees learn about a job by walking through the work day with an incumbent in the position. Job shadowing allows employees to observe only; direct work experience, responsibility and skills are not acquired.
<b>Learning groups-</b> gathering of employees who meet to focus on their own learning and development in a particular interest area such as information technology, public speaking, or career paths (i.e., Brown Bags, Communities of Practice, Toastmasters).
<b>Development Plan (DP)-</b> a plan developed jointly by the employee and manager that identify individual goals for employee growth in the context of organizational mission. The plan lists training, education, and development activities (formal and informal) to develop the competencies needed to meet DP goals.

## Certificate and Certification Programs:

### USDA Grad School- Certificate of Accomplishment in Human Resources Management

The Graduate School offers a three-level certificate program for human resources professionals. Courses required for the Level I certificate cover the conceptual, technical and procedural knowledge and skills needed by the successful HR practitioner. The Level II certificate courses build on those concepts and expand the participants' competencies. The Level III courses develop the analytical and consulting skills. Participants may earn college credits for completion of the certificate program.

The specialist will complete Level I and II certificates by the end of their 2<sup>nd</sup> year under this developmental plan. The level III certificate will be completed during their first year as a CU-11 Human Resources Specialist.

Level I Certificate	Level II Certificate	Level III Certificate
Federal HR Management Federal Staffing & Placement Position Classification Federal Employee Relations EEO in the Federal Sector Basic Statistics	Complete all areas of Level I, plus... Federal Employee Benefits Strategic Human Capital Management Federal Workforce Analysis and Planning Fair Labor Standards Act Federal Position Management Job Analysis and KSA Examining Federal Employee Development	Complete all areas of Level II, plus... Organizational Change and the role of HR Internal Consulting Skills for Federal HR Professionals Leading Teams and Groups Federal Performance Management Management Analysis: Overview Project Management

#### HR Certification Institute

Certification is a voluntary action by a professional group to establish a system to grant recognition to professionals who have met a stated level of training and work experience. **Work experience is 2 years of professional (exempt) Human Resources work. Interns would not be eligible for about 3 – 4 years -**

Certifications differ from certificate programs because certifications include an experience component. Certificate programs, on the other hand, award certificates once a course of study has been completed and do not require previous work experience.

The HR Certification Institute offers four certifications for HR professionals:

PHR<sup>®</sup> (Professional in Human Resources)

SPHR<sup>®</sup> (Senior Professional in Human Resources)

GPHR<sup>®</sup> (Global Professional in Human Resources)

PHR-CA<sup>®</sup> and SPHR-CA<sup>®</sup> (PHR with state certification in California and SPHR with state certification in California)

The PHR exam focuses on the technical and operational aspects of human resource practices, U.S. laws and regulations. The SPHR exam focuses on the strategic and policy-making aspects of HR in the United States. Certification exam preparation materials may be obtained from SHRM.